



Department of Correction Brief

April 25, 2005



Welcome to the first edition of the 100 Days Brief. I've been here since January 10, 2005. I am excited to be here and want to share my department's accomplishments with you all today.

Every 100 days, The Department of Correction will release a report on the progress of our initiatives and accomplishments. We want you to know how well we are meeting your expectations.

*J. David Donahue,
Commissioner*

Reorganized Department

Cost Savings—\$2,781,900

Discovery: The Department of Correction's management structure was top-heavy with executive level administrators; the Department was failing to share common services between facilities; and the Department was over-utilizing inefficient temp employs.

Action Taken: Reorganized to a more flat-lined structure, regionalized some services, and eliminated several administrative positions and superfluous support.

Estimated Annual Savings = \$2,781,900

Brought Back Inmates to Indiana

Cost Savings—\$1.6 million

Discovery: There was unused space at Westville that could operate at a much lower per diem than the \$35/day paid to out-of-state sheriffs to hold 250 Indiana inmates.

Action Taken: Moved these Indiana inmates back to the Hoosier state, back under the Department's direct control with the vast majority now residing closer to the family and friends who visit them.

Estimated Annual Savings = \$1.6 million

Implemented Staffing Plan

Cost Savings—\$3,095,000

Discovery: The staffing plan at the expanded Indianapolis Juvenile Correctional Facility was significantly higher than required.

Action Taken: Developed leaner but equally effective staffing plan, and took steps to avoid over-utilization of additional new space.

Estimated Annual Savings = \$3,095,000

Merged Facilities

Cost Savings—\$356,600

Discovery: Several co-located correctional facilities operating completely independent of each other.

Action Taken: Merged the Maximum Control Facility into the Westville Correctional Facility; and combined services at the Atterbury Correctional Facility with the Edinburgh Correctional Facility.

Estimated Annual Savings = \$356,600

Centralized Key Staff

Cost Savings—\$171,700

Discovery: Certain divisions within the Department's central administration were not located within the Government Center or a correctional facility, but rather in expensive offices within the Indianapolis area.

Action Taken: Moved one division out of its office space and into the Indiana Government Center and secured a substitute tenant.

Estimated Annual Savings = \$171,700

Decreased Cost of Operations in Juvenile Facilities

Discovery: While Indiana's adult prison population continues to increase by 90-100 inmates per month, the number of juveniles sent to the Department has steadily



Department of Correction Brief

April 25, 2005

decreased. This excess capacity has made operating 10 facilities unnecessary and expensive for the State and the counties that must pay half the cost of their incarceration.

Action Taken: Discontinued operations at the Bloomington Juvenile Correctional Facility and in the process of discontinuing operations at the Fort Wayne Juvenile Correctional Facility.

Reduced Technology Costs Cost Savings—\$167,000

Discovery: An excessive number of Department of Correction employees were assigned pagers and cellular telephones. Many of them assigned both a cell phone and pager.

Action Taken: Significantly reduced the number of Department cell phones and pagers.

Estimated Annual Savings = \$167,000

Implemented Effective Procurement Process

Discovery: The procurement process for inmate health care services underway, at the time of transition, was too restrictive; and did not offer vendors the flexibility to propose various ways to meet the Department's entire health care service needs.

Action Taken: The procurement process was halted. A new request for proposal was issued that allows vendors the flexibility to provide the entire array of required offender health care services in a more efficient manner.

Launched First Meth Treatment Unit in the United States

Discovery: Indiana is experiencing a critical problem with Methamphetamine use. This problem has resulted in an ever-increasing number of abusers being sentenced to prison.

Action Taken: Developed and opened the first prison-based Meth treatment unit in the United States. This 204-bed intensive therapeutic community setting is designed to educate, treat the addiction, and improve inmate behavior for successful transition back to the community at the end of their period of incarceration.

Redesigned Uniforms for Correction Officers

Discovery: Through recommendations from a group of facility staff, discovered that 9 different uniforms are used within the Department of Correction. Some of these required uniforms are uncomfortable and expensive to maintain.

Action Taken: Assembled a team that includes some of the field staff, who made the recommendation to review this issue. Identified that only 3 uniforms were needed;

and helped redesign the Department insignia, so that the uniforms required, are more comfortable and professional looking. To avoid unnecessary extra expenditures, these uniforms will be phased into commission over time.

Launched Ideas for Change Campaign

Discovery: There was no easy and direct way for line staff to communicate good recommendations and ideas for change to top level administrators who could make change.

Action Taken: Within first 2 weeks of transition, established a communication network that allow staff to send good "Ideas for Change" via telephone, e-mail, or written correspondence to a dedicated P.O. Box, that will be reviewed by top level administrative staff and reported directly to Commissioner Donahue. Every employee received a letter from the Commissioner announcing this "Ideas for Change" communication network.

What's Next?

- Faith based and Character-based Initiatives
- Correctional Employee Week
- Earth Week Update
- Re-entry
- Community Corrections

Stay Tuned.